



# NASA Procedural Requirements

**NPD 1000.3B**

Effective Date: July 30, 2004

Expiration Date: July 30, 2009

**COMPLIANCE IS MANDATORY**[Printable Format \(PDF\)](#)**Subject: The NASA Organization w/Change 25 (07/06/2006)****Responsible Office: Office of Human Capital Management**[| TOC](#) | [ChangeHistory](#) | [Preface](#) | [Chapter1](#) | [Chapter2](#) | [Chapter3](#) | [Chapter4](#) | [Chapter5](#) | [Chapter6](#) | [Chapter7](#) | [ALL](#) |

## Chapter 4: Mission Statements and Organizational Charts for Headquarters Offices

### 4.1 Office of the Administrator

4.1.1 MISSION. This office provides overall leadership, planning, policy direction, management, and coordination for all NASA activities.

#### 4.1.2 RESPONSIBILITIES.

4.1.2.1 The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's mission, including establishing and articulating the Agency's vision and strategic priorities and assuring successful implementation of supporting policies, programs, and performance assessment. The Administrator represents NASA before the President, Congress, and the heads of Federal or other appropriate governmental agencies, external organizations, and communities.

The Administrator serves as the final Agency decision maker concerning all NASA activities and performs all necessary functions to govern NASA operations and exercise the powers vested in NASA by law, except as may be specified by law, regulation, Presidential directive, or delegated authority.

4.1.2.2 The Deputy Administrator is the Chief Operating Officer of the Agency and is responsible to the Administrator for successful mission accomplishment and ensuring compliance with long-term strategy. The Deputy Administrator is responsible for policy direction; planning, prioritizing, organizing and controlling the day-to-day Agency operations, including establishing controls over Agency activities; providing a means for evaluating mission, mission support and safety and mission assurance accomplishments, and correcting deficiencies. The Deputy Administrator performs the duties and exercises the powers delegated by the Administrator, acts for the Administrator in his or her absence, and with the exception of the Chief Safety and Mission Assurance Officer, assesses the performance of the senior leadership team, including those reporting to the Deputy Administrator and those reporting to the Administrator through the Deputy Administrator.

4.1.2.3 The Associate Deputy Administrator for Systems Integration is a staff role supporting the Administrator and Deputy Administrator, with the responsibility for assuring that NASA's mission and mission support elements are effectively aligned and integrated to execute NASA's mission. As such, the Associate Deputy Administrator for Systems Integration will assure that Agency programs are established, integrated and implemented consistent with NASA's exploration architecture and Strategic Plan and that needed Agency resources are provided in an efficient and effective manner. The Associate Deputy Administrator for Systems Integration:

- a. Develops performance metrics to gauge performance against the Strategic Plan.
- b. Works with the Director for Advanced Planning, the Chief Financial Officer, the Associate Administrator for Institutions and Management, and the Mission Directorate Associate Administrators to assure that all resources required to support the Strategic plan are identified and provided.
- c. Assures that NASA Headquarters establishment and implementation of programs, processes, and infrastructure are coordinated and integrated.
- d. Assures implementation of accepted recommendations of Agency level reports, as assigned.
- e. Supervises the activities of the Advanced Planning and Integration Office, which provides support to both the ADA for Systems Integration and to the Director for Advanced Planning.

4.1.2.4 The Chief of Staff reports to the Administrator and is responsible for directing the daily execution of NASA Headquarters functions based on guidance from the Administrator and Deputy Administrator. The Chief of Staff:

- a. Directs the daily execution of NASA Headquarters functions based on guidance from the Administrator and Deputy Administrator.
- b. Assures that communications with external entities are coordinated and consistent.
- c. Directs NASA Headquarters interactions with the Executive Office of the President, based on guidance from the Administrator.
- d. Undertakes special policy actions as directed by the Administrator and Deputy Administrator.
- e. Directs the administrative staff of the Office of the Administrator.

4.1.2.5 The Chief Scientist serves as the senior scientific advisor to the Administrator, reporting to the Office of the Administrator through the Deputy Administrator. The Chief Scientist is responsible for establishing and assuring appropriate execution of policies for implementing the NASA scientific research programs. The Chief Scientist acts as an interface to the national and international science community assuring that NASA research programs are scientifically and technologically well founded, are appropriate for their intended applications, and can demonstrate quality, relevance, and performance. The Chief Scientist works to encourage inter-Agency cooperation in innovative and cross-cutting research efforts.

4.1.2.6 The Chief Health and Medical Officer is a staff role reporting to the Administrator through the Deputy Administrator and serves as advisor to both the Administrator and the Deputy Administrator on health and medical issues to ensure the mental and physical health and well-being of the NASA workforce in all environments. The Chief Health and Medical Officer has the responsibility for providing independent oversight authority for health care delivery, assurance of professional competency, quality and consistency of health care services Agency wide, and for assuring the safe and ethical execution of research involving human and animal subjects.

4.1.2.7 The Director of Advanced Planning is a staff role reporting to the Administrator, with the responsibility for supporting the Strategic Planning Council by providing options, plans, study results, and assessments that enable the Strategic Planning Council to make informed strategic decisions. The Director for Advanced Planning identifies and provides guidance to the Mission Directorates regarding required studies and assessments; ensures consistency of assumptions, contents, formats, and schedules; conducts regular progress reviews; and integrates results into roadmaps and initiatives for presentation to the Strategic Planning Council. The Director for Advanced Planning is responsible for:

- a. Preparing an overall long-term architecture designed to achieve the NASA Vision and identifying key enabling developments and decisions.
- b. Overseeing the development of broad-based national strategies and capability roadmaps for achieving NASA's Agency level requirements and integrating the strategies/roadmaps into the overall long-term architecture.
- c. Ensuring that clear Agency level requirements and/or technology readiness milestones are developed for the Agency's programs, with specific traceability to requirements and milestones implemented at the Mission Directorate level.
- d. Identifying, coordinating, and reviewing required technical or policy studies of specific issues of strategic importance to the Agency.
- e. Identifying major new initiatives required by the science/exploration strategies or by the capability roadmaps, working with the Mission Directorates to develop the content of those new initiatives, and providing assessments to the Council.
- f. Publishing the Agency Strategic Plan as directed by the Council.
- g. Engaging the National Academies and other outside agencies and organizations to ensure that NASA's plans and programs represent a broad national perspective.

#### 4.1.3 SPECIAL RELATIONSHIPS

4.1.3.1 The Administrator chairs the Strategic Planning Council.

4.1.3.2 The Deputy Administrator chairs the NASA Operations Council and is a member of the NASA Strategic Planning Council.

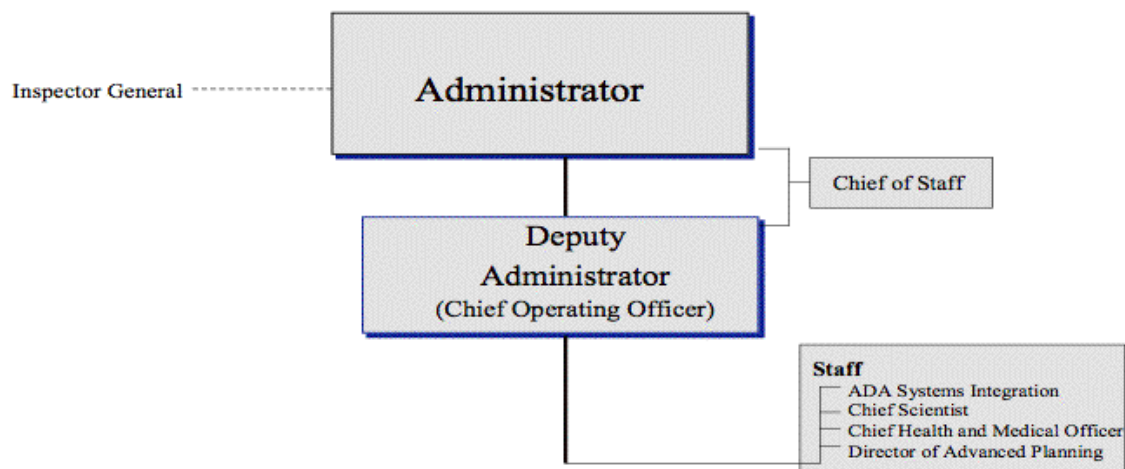
4.1.3.3 The Associate Deputy Administrator for Systems Integration chairs the Agency Program Management Committee, and is a member of the NASA Strategic Planning Council, the NASA Operations Council, and the NASA Institutional Committee.

4.1.3.4 The Chief of Staff is the Executive Secretary of the Strategic Planning Council and a member of the NASA Operations Council.

4.1.3.5 The Director for Advanced Planning is an ex-officio member of the NASA Strategic Planning Council.

4.1.4 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Deputy Administrator for Systems Integration; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et.seq.

4.1.5 DELEGATION AND REDELEGATION. Except as may be specified in law, regulation, or directive, OIC's and Center Directors have full authority to carry out the responsibilities of their offices, and they may redelegate this authority as deemed appropriate.



## 4.2 EXPLORATION SYSTEMS MISSION DIRECTORATE

**4.2.1 MISSION.** The Exploration Systems Mission Directorate (ESMD) is responsible for creating a suite of new capabilities, called Constellation Systems, to enable human exploration. Constellation Systems include a crew exploration vehicle, transportation systems, lunar and planetary body exploration systems, in-space support systems, and ground-based support systems. The ESMD portfolio also includes robotic missions to the Moon and research payloads that use the International Space Station, as well as ground-based experimental facilities.

**4.2.2 RESPONSIBILITIES.** All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

**4.2.2.1 The Associate Administrator for Exploration Systems Mission Directorate:**

- a. Is responsible for the development of technologies targeted for incorporation within the Constellation Systems.
- b. Oversees mechanisms to promote innovative modes of participation in ESMD programs, such as Centennial Challenges and commercial crew and cargo transportation.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Manages the development of the ESMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- f. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- g. Oversees ESMD reporting as required by Congress, OMB, and other external bodies.
- h. Coordinates ESMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- i. Represents NASA and ESMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- j. Coordinates all international partnership arrangements with the Office of External Relations.

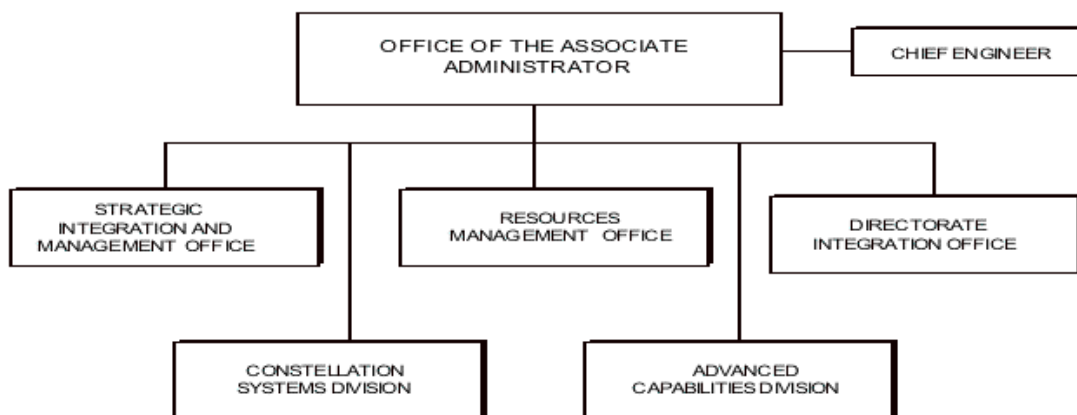
**4.2.3 SPECIAL RELATIONSHIP.**

**4.2.3.1** Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

**4.2.4 LINE OF SUCCESSION.** In the following order: Deputy Associate Administrator, Assistant Associate Administrator (Administration), Director of the Directorate Integration Office, Director of the Constellation Systems Division, and Director of the Advanced Capabilities Division.

Change 25...July 6, 2006

## EXPLORATION SYSTEMS MISSION DIRECTORATE



Change 22...April 5, 2006

### 4.3 SPACE OPERATIONS MISSION DIRECTORATE

**4.3.1 MISSION.** The Space Operations Mission Directorate (SOMD) is responsible for NASA space operations related to exploration in and beyond low-Earth orbit with special emphasis on human activities in space. SOMD is responsible for Agency leadership and management of NASA space operations related to Launch Services, Space Transportation, Space Communications, and Rocket Propulsion Test in support of human and robotic exploration requirements.

**4.3.2 RESPONSIBILITIES.** All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

**4.3.2.1 The Associate Administrator for Space Operations Mission Directorate:**

- a. Provides current operational human exploration activities for the Space Shuttle and International Space Station (ISS) programs.
- b. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the SOMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees SOMD reporting as required by Congress, OMB, and other external bodies.
- g. Coordinates SOMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- h. Represents NASA and SOMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- i. Coordinates all international partnership arrangements with the Office of External Relations.

**4.3.2.2 Carries out the responsibilities of 4.3.2.1 with regard to the following programs:**

- a. The safe and effective operation of the Space Shuttle and improvements in Space Shuttle capabilities necessary to complete assembly of the ISS.
- b. The development and the safe and effective operation of the ISS, including working closely with international partners to define operational concepts and establish operational capabilities.
- c. The acquisition, management, and certification of reliable and cost-effective services from existing and emerging private sector and/or Department of Defense suppliers as necessary to ensure access to space for civil missions including robotic and human space exploration requirements.
- d. The development, acquisition, and management of reliable and cost-effective communications services to meet NASA and other Government requirements for human and robotic space exploration programs.
- e. The establishment and management of radio telecommunications spectrum utilization in support of all NASA human and robotic space exploration and aeronautics research programs.

f. The conduct of technology and advanced developmental activities in cooperation and coordination with other Mission Directorates to enhance operational capabilities and cost effectiveness of the Space Operations program and to develop a basis for future programs.

g. The management of flight crew health and safety to include: operational research requirements, integration of human systems and environments to include extravehicular and intravehicular activity advanced development, health care delivery and crew protection, and participation of crewmembers in on-orbit research.

h. The establishment and integration of efficient and cost-effective rocket propulsion testing services.

i. The development of transition plans for disposition of residual Space Shuttle assets and plan for safe retirement of the Space Shuttle, safe Shuttle termination, integrated efficiencies in the evolution to new space operations architecture, and disposition of residual assets.

j. The determination of appropriate SOMD policies, procedures, and relationships to advance the coordination of space operations with ESMD.

4.3.2.3 Functional responsibility for flight planning, which entails addressing user space launch requirements and priorities, ensuring compliance with Agency launch services risk mitigation and vehicle assignment policy, and approving official contractual launch dates.

#### 4.3.3 SPECIAL RELATIONSHIPS.

4.3.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

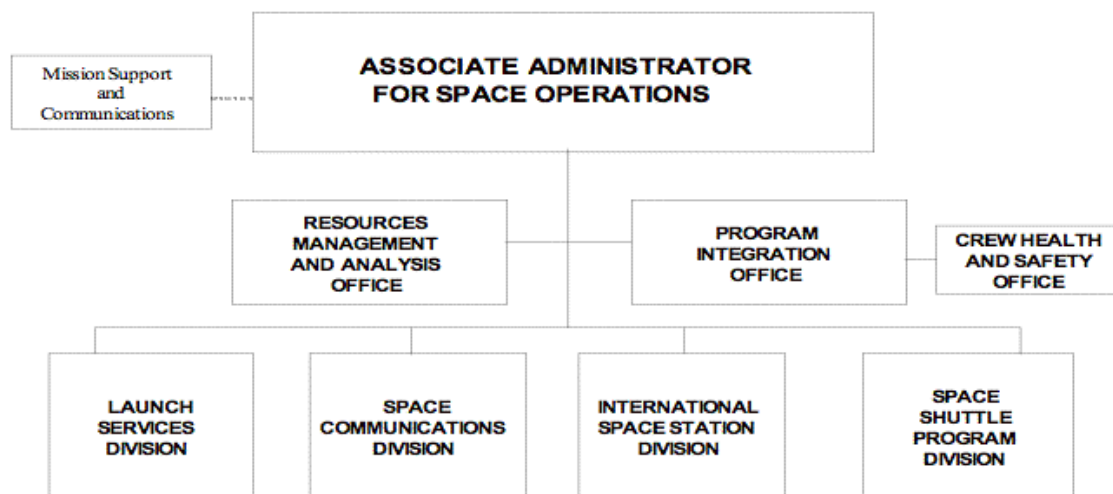
4.3.3.2 The ISS and Space Shuttle program implementation is executed by the Program Managers reporting to the Associate Administrator for SOMD and is performed primarily at JSC, KSC, MSFC, and SSC. The Launch Services Program implementation is executed by the Program Manager reporting to the Headquarters Assistant Associate Administrator for Launch Services and is performed primarily at KSC with support from MSFC, SSC, and other Centers as warranted. The Space Communications program implementation is executed by Project Managers reporting to Program Executives in the relevant Mission Directorates at NASA Headquarters who manage the Space Network, Ground Network, Deep Space Network, and the NASA Integrated Services Network. The work is performed primarily at GSFC, JPL, and MSFC. Overall management of these networks is conducted by the Space Communications Coordination and Integration Board, which is chaired by the Assistant Associate Administrator for Space Communications.

4.3.3.3 Serves as the Agency spectrum manager in accordance with NPD 2570.5D.

4.3.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator for Space Operations, Deputy Associate Administrator for Program Integration, and Assistant Associate Administrator for Space Communications.

Change 25...July 6, 2006

### SPACE OPERATIONS MISSION DIRECTORATE



Change 16 ...January 30, 2006

## 4.4 SCIENCE MISSION DIRECTORATE

4.4.1 MISSION. The Science Mission Directorate (SMD) carries out the scientific exploration of Earth and space to expand the frontiers of Earth science, heliophysics, planetary science, and astrophysics. Through a variety of robotic observatory and explorer craft and through sponsored research, the Directorate provides virtual human access to the farthest reaches of space and time, as well as practical information about changes on our home planet.

4.4.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Flight programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.4.2.1 The Associate Administrator for Science Mission Directorate:

- a. Engages the external and internal science community via the National Research Council and science advisory groups to define and prioritize science questions that NASA should pursue in light of its Vision for Space Exploration (VSE) and mission.
- b. Provides scientific results and priorities to enable and help guide NASA's VSE and exploit VSE capabilities for scientific discovery where appropriate.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Sponsors research by academia, NASA Centers, other Federal research centers, industry, and others selected through open, competitive solicitations.
- f. Develops and/or leverages advanced technologies to meet science mission requirements and enable new scientific endeavors.
- g. Manages the development of the SMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- h. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- i. Oversees SMD reporting as required by Congress, OMB, and other external bodies.
- j. Coordinates SMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- k. Coordinates all international partnership arrangements with the Office of External Relations.
- l. Extends the benefits of NASA science, technology, and information to the Nation through partnerships with other Federal agencies and selected other organizations relied upon by decision-makers and citizens.
- m. Represents NASA and SMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- n. Ensures that data and information from NASA science missions are openly available and accessible in a timely and affordable manner.
- o. Conducts educational and public outreach programs to enhance the Nation's return on its investment in NASA.
- p. Provides overall institutional management, policy programmatic oversight, and performance evaluation for the Directorate.

4.4.3 SPECIAL RELATIONSHIPS.

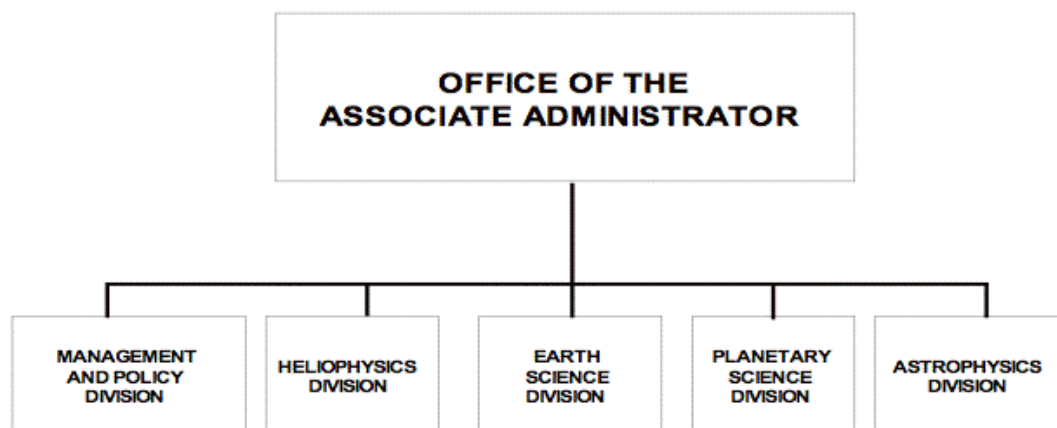
4.4.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.4.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Deputy Associate Administrator for Programs, Deputy Associate Administrator for Technology, and Chief Scientist.

Change 25...July 6, 2006



## Science Mission Directorate



**Change 16 ...January 30, 2006**

### 4.5 AERONAUTICS RESEARCH MISSION DIRECTORATE

**4.5.1 MISSION.** The Aeronautics Research Mission Directorate (ARMD) conducts research and technology activities to develop the knowledge, tools, and technologies to support the development of future air and space vehicles and to support the transformation of the Nation's air transportation system. ARMD's programs focus on cutting-edge, fundamental research in traditional aeronautical disciplines, as well as emerging fields with promising applications to aeronautics.

**4.5.2 RESPONSIBILITIES.** All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

**4.5.2.1 The Associate Administrator for Aeronautics Research Mission Directorate:**

- a. Invests in research for the long term in areas that are appropriate to NASA's unique capabilities and that meet our charter of addressing national needs and benefiting the public good.
- b. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the ARMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees ARMD reporting as required by Congress, OMB, and other external bodies.
- g. Coordinates ARMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- h. Represents NASA and ARMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning Agency activities.
- i. Coordinates all international partnership arrangements with the Office of External Relations.

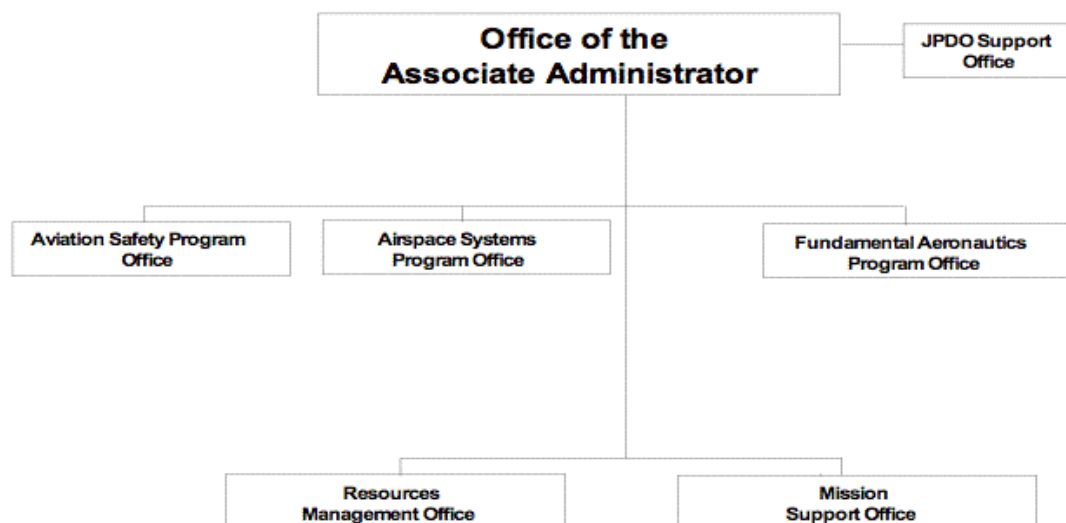
**4.5.3 SPECIAL RELATIONSHIP.**

**4.5.3.1** Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

**4.5.4 LINE OF SUCCESSION.** Deputy Associate Administrator.

**Change 25...July 6, 2006**

## Aeronautics Research Mission Directorate



Change 16 ...January 30, 2006

### 4.6 OFFICE OF SAFETY AND MISSION ASSURANCE

4.6.1 MISSION. The Office of Safety and Mission Assurance is a mission support office that provides policy direction, functional oversight, and assessment for all Agency safety, reliability, maintainability, and quality engineering and assurance activities and serves as a principal advisory resource for the Administrator and other senior officials on matters pertaining to safety and mission success.

#### 4.6.2 RESPONSIBILITIES.

4.6.2.1 The Chief, Safety and Mission Assurance reports to the Administrator through the Associate Administrator and advises the Administrator on matters related to risk, safety, and mission success.

4.6.2.2 The Chief, Safety and Mission Assurance is responsible for the following:

- a. Developing strategies, policies, procedures, guidelines, and standards for safety, reliability, maintainability, and quality engineering and assurance (hereinafter abbreviated as safety and mission assurance (SMA) requirements).
- b. Ensuring the incorporation of SMA requirements into NASA programs and institutions.
- c. Overseeing and assessing the application of SMA tools, knowledge, techniques, and practices (including risk management as applied to safety and mission success) throughout the program/project life cycle.
- d. Verifying the effectiveness of SMA requirements, activities, and processes.
- e. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.

4.6.2.3 In fulfillment of the authority vested by the Administrator, the Chief, Safety and Mission Assurance is authorized to:

- a. Suspend any operation or project activity that presents an unacceptable risk to personnel, property, or mission success and provide guidance for corrective action.
- b. Ensure that adequate levels of both programmatic and institutional resources are applied to SMA functions.
- c. Concurrently with Center Directors and Mission Directorate Associate Administrators, approve the assignment and relief of key Agency SMA leaders and assess their performance. Provide a written evaluation of key Agency SMA leaders which shall be attached to each individual's annual performance appraisal.
- d. Advise NASA leadership on significant SMA issues including guidance for corrective action.
- e. Oversee the prompt investigation and closure for NASA mishap findings and recommendations.
- f. Advocate and represent the NASA SMA programs and community to other U.S. Government organizations, industry, academia, and international participants.

#### 4.6.3 SPECIAL RELATIONSHIPS.

4.6.3.1 The Chief, Safety and Mission Assurance serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).



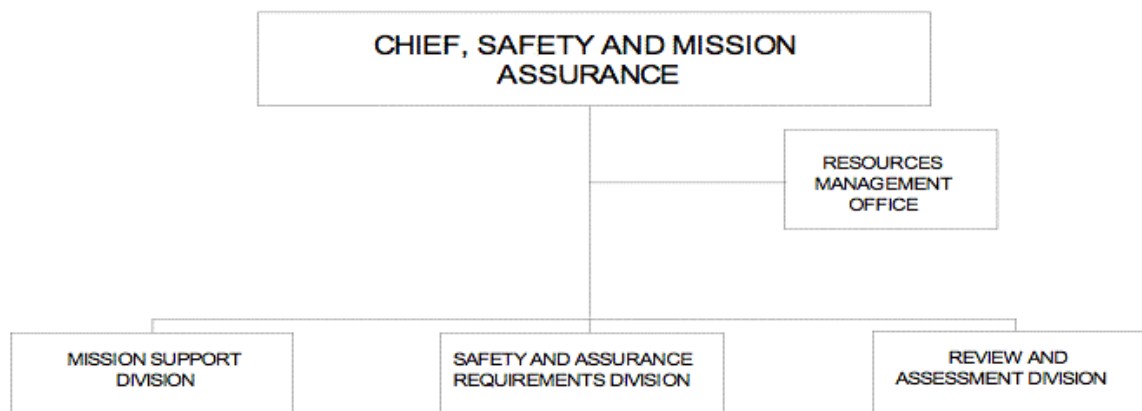
4.6.3.2 The Chief, Safety and Mission Assurance provides safety direction for the NASA Engineering and Safety Center in coordination with the Chief Engineer.

4.6.3.3 The Chief, Safety and Mission Assurance establishes program direction and budget for both the NASA Independent Verification and Validation Facility and , , th , e Assurance Technology Center.

4.6.4 LINE OF SUCCESSION. In the following order: Deputy Chief, Safety and Mission Assurance; Director, Safety and Assurance Requirements Division; Director, Mission Support Division; and Director, Review and Assessment Division.

Change 25...July 6, 2006

## OFFICE OF SAFETY AND MISSION ASSURANCE



Change 16 ...January 30, 2006

## 4.7 OFFICE OF PROGRAM ANALYSIS AND EVALUATION

4.7.1 MISSION. The Office of Program Analysis and Evaluation (PA&E) is a staff office supporting the Administrator, Deputy Administrator, and Associate Administrator. PA&E serves as an independent assessment organization that provides objective, transparent, and multidisciplinary analysis of programs to inform strategic decision-making.

4.7.2 RESPONSIBILITIES. The Associate Administrator for Program Analysis and Evaluation reports to the NASA Associate Administrator and is responsible for:

- a. Integrating NASA's mission, Strategic Plan, budget, and performance plan to ensure alignment with the Vision for Space Exploration, NASA's strategic goals, Agency programs, and institutional requirements.
- b. Performing studies and assessments of specific issues of strategic importance to the Agency.
- c. Analyzing the technical, programmatic, and institutional investment options available to the Agency in support of Administration policies and Congressional legislation.
- d. Evaluating mission-related programs and projects to ensure cost effectiveness, quality, performance, and strategic alignment.
- e. Developing alternatives to resource planning and programming recommended by the Mission Directorates and the Office of Institutions and Management (OI&M), as required, and capturing and publishing all program and policy decisions rendered by the Agency's leadership during program and budget deliberations.
- f. Providing independent cost estimates in support of Agency program approvals and evaluations and establishing standards for cost analysis Agency-wide.
- g. In coordination with the OCFO, ensuring that budget formulation and execution are consistent with the Agency's strategic investment decisions. As such, PA&E will serve as the authoritative source for Agency programmatic and institutional strategic requirements.
- h. Leading the NASA strategic planning process through the development, coordination, and publication of the Agency's Strategic Plan.
- i. Monitoring changes in U.S. industrial base and domestic capabilities and policies and refining NASA's strategic investment posture, accordingly, to ensure that NASA programs can be implemented with appropriate levels of confidence.
- j. Coordinating annual performance plans and reports in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended.
- k. Continually assessing NASA's readiness to fulfill its strategic commitments through multiple indicators and mechanisms.

l. Leading the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda--Budget and Performance Integration.

m. Leading the Agency's efforts to improve management and deliver results in one of the Agency-specific pursuits of the President's Management Agenda--R&D Investment Criteria.

n. Chairing the NASA Interface Committee to Red Planet Capital, Inc.

o. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.

4.7.3 SPECIAL RELATIONSHIPS. Serves as a member of and the executive secretary for NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.7.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director, Strategic Investments Division; and Director, Studies and Analysis Division.

Change 25...July 6, 2006

## **OFFICE OF PROGRAM ANALYSIS AND EVALUATION (PA&E)**



Change 16 ...January 30, 2006

### **4.8 Office of the Chief Financial Officer (CFO)**

4.8.1 MISSION. This Mission Support Office, established in accordance with the Chief Financial Officer's Act of 1990 (Public Law 101-576), provides professional leadership for the planning, analysis, justification, procurement, control, and reporting of all Agency fiscal resources and for Agency strategic management and planning, and performance measurement. The Office also supports NASA's Small and Disadvantaged Business Utilization efforts.

4.8.2 RESPONSIBILITIES. The CFO is responsible for the following:

4.8.2.1 Provides for the oversight and financial management of Agency resources relating to programs and operations, ensuring strategic alignment with Agency vision and mission, including all resources aspects of the planning, programming, and budgeting process.

4.8.2.2 Reviews, assesses, and validates Agency resources requirements and requests on the basis of strategic alignment, priorities, quality, and performance, including recommendations to the Administrator for fiscal resources approvals and authorizations.

4.8.2.3 Establishes standards for and ensures performance of economic and cost analyses for Agency assessments of ongoing and proposed programs and program alternatives.

4.8.2.4 Develops and maintains an integrated Agency planning, budgeting, performance reporting, accounting, and financial management system, including financial reporting and financial management internal controls.

4.8.2.5 Monitors the financial execution of the Agency budget in relation to actual expenditures, monitors quality and performance of ongoing activities, analyzes ongoing activities to proactively identify potential performance problems, and prepares and submits timely financial and performance reports to the Administrator.

4.8.2.6 Prepares and transmits an annual financial statement and budget information to the Administrator, the Director of the Office of Management and Budget (OMB), the Congressional Committees of Jurisdiction, and other authorities who review NASA's financial matters.

4.8.2.7 Works with the Comptroller General and administration officials to facilitate financial management improvements

consistent with the CFO Act.

4.8.2.8 Coordinates Annual Performance Plan and Performance Report in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended.

4.8.2.9 Provides independent cost estimates in support of Agency program approvals and evaluations and establishes standards for cost analysis Agencywide.

4.8.2.10 Provides direct financial advice and support to Center Directors and Program Managers across all NASA operational units.

#### 4.8.3 SPECIAL RELATIONSHIPS.

4.8.3.1 As required by the CFO Act, the CFO is appointed by the President with the advice and consent of the Senate and has the following special relationships:

a. Makes recommendations to the Administrator on the selection and appointment of the Deputy CFO, Chief of Strategic Investments, Deputy Chief Acquisition Officer, and Director of Financial Management.

b. Directs, manages, and provides policy guidance and oversight of the Agency's financial management personnel, activities, and operations, including approval of key appointments, performance, and qualification standards, ratings, and staffing levels of the Agency's financial organizations.

c. Primary interface with the Congressional committees, especially appropriations, on issues dealing with budget and financial matters.

d. Works with the Office of Inspector General (OIG) to ensure timeliness of the financial statement audit required by the CFOs Act. Budgets for financial statement audit contracts when the OIG does not perform the audit.

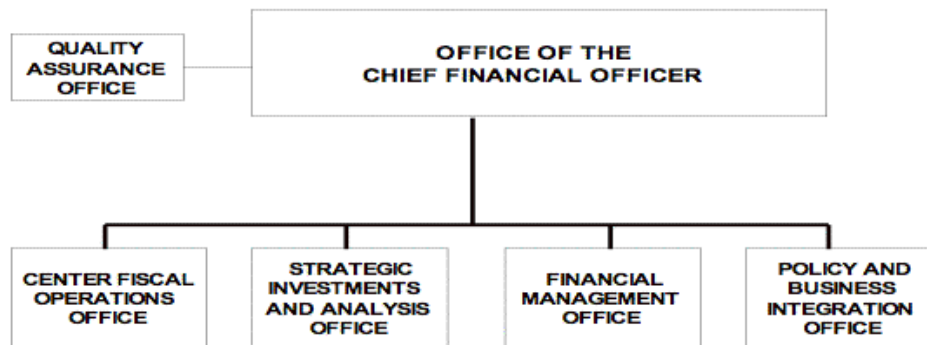
4.8.3.2 The Director, Budget, Planning and Analysis located in the Office of the CFO, serves as the principal administrative official for Agency funds and resources, and directs, monitors, and approves the structure of budget formulation and execution, cost analysis, apportionments, and allotments.

4.8.3.3 Serves as a member of the NASA Operations Council.

4.8.4 LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer, Deputy Chief Acquisition Officer, Director Center Fiscal Operations, and Chief of Strategic Investments.

Change 8...May 5, 2005

## OFFICE OF THE CHIEF FINANCIAL OFFICER



Change 6...April 19, 2005

## 4.9 Office of the Chief Information Officer

4.9.1 MISSION. The Office of the Chief Information Officer is responsible for demonstrating NASA leadership in the management of information and the use of information technologies by providing the NASA workforce with the information infrastructure and tools that adapt and evolve to effectively and securely support management, science, research, and technology programs. The Office of the CIO develops and implements unique and specialized information technology (IT) systems to support mission planning and operation and provides systems that disseminate information to the public and that preserve NASA's information assets.

4.9.2 RESPONSIBILITIES. The Chief Information Officer (CIO) is responsible for the following:

4.9.2.1 Develop and implement the NASA Enterprise Architecture (EA) to serve as the framework for ensuring alignment of

NASA's IT investments with mission and business needs.

4.9.2.2 Lead the development of the IT Strategic plan and roadmap to guide the Agency's IT programs and establish policies, procedures, guidelines, and standards.

4.9.2.3 Develop an IT capital planning process that is integrated with Agency processes for making budgetary, financial, and program management decisions.

4.9.2.4 Establish effective and efficient investment control mechanisms for selecting, managing, operating, and evaluating the results and value of all NASA IT investments.

4.9.2.5 Serve as advisor to the NASA leadership and management on IT strategic direction, as well as planning, acquisition, and management of information resources.

4.9.2.6 Manage NASA's IT systems as a joint responsibility with the Mission Directorates and Mission Support Offices. The Mission Directorates and Mission Support Offices have responsibility for the applications, while the CIO has responsibility for ensuring alignment of those applications with the NASA Enterprise Architecture (EA) and for all aspects of the IT infrastructure in which those applications reside.

4.9.2.7 Ensure security of all NASA's information assets by establishing and enforcing Agencywide IT security policies, protocols, and procedures.

4.9.2.8 Ensure all Agency IT systems are compliant with Agency and Federal architecture, policies, and standards.

4.9.2.9 Identify IT systems investments that would result in shared benefits or costs for other Federal agencies or state or local governments.

4.9.2.10 Manage all E-Government initiatives for the Agency.

4.9.2.11 Ensure consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions, in order to support the most efficient and effective provision of IT services to the Agency as a whole.

4.9.2.12 Provide for governance of IT by developing appropriate policies, procedural requirements, standards, and performance measures.

#### 4.9.3 SPECIAL RELATIONSHIPS

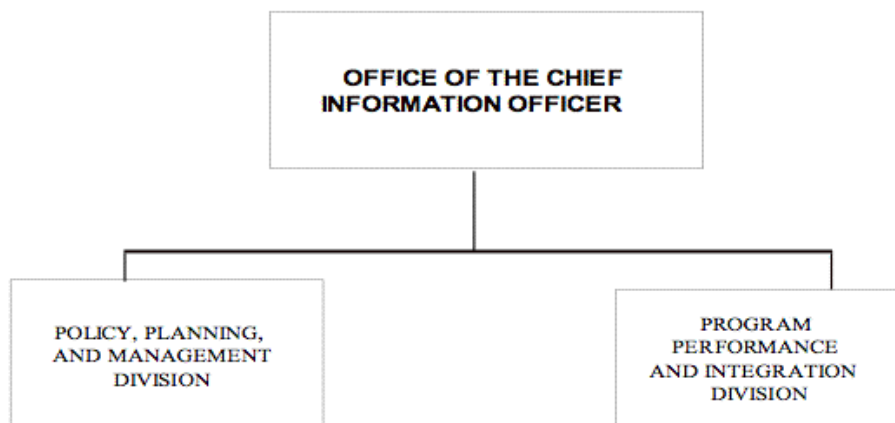
4.9.3.1 Works in cooperation with the Chief Financial Officer to develop a full and accurate accounting of IT expenditures, related expenses, and results.

4.9.3.2 Serves as a member of the NASA Operations Council.

4.9.4 LINE OF SUCCESSION In the following order: Deputy CIO; Deputy CIO for Information Technology Security; and Chief Technology Officer.

Change 9...May 18, 2005

### Office of the Chief Information Officer



Change 21...April 6, 2006

## 4.10 OFFICE OF THE CHIEF ENGINEER

4.10.1 MISSION. The Office of the Chief Engineer provides policy direction, oversight, and assessment for NASA engineering and

program/project management. Serves as the principal advisor to the Administrator and other senior officials on matters pertaining to technical readiness in execution of NASA programs and projects. Also responsible for Agency-level standards and policies as applied to engineering and program management.

#### 4.10.2 RESPONSIBILITIES.

The Chief Engineer reports to the NASA Associate Administrator and is responsible for:

a. Providing leadership, policy direction, functional oversight, assessment, and coordination for two major, closely related areas:

(1) Engineering and related technical disciplines, including systems engineering and technical integration.

(2) Program and project management, including earned value management and program integration.

b. Serving as the principal advisor to the Administrator on matters pertaining to technical readiness of NASA programs and projects.

c. Assessing the adequacy, quality, and effectiveness of engineering work and program/project management Agency-wide and recommending or directing improvements in these areas where appropriate.

d. Coordinating the application of technical and financial resources to support engineering work, including lessons learned, technical standards, trend evaluation, access to technical information, technical support for specific disciplines and problems, and coordination among engineering work groups.

e. Providing leadership to define the tools, processes, facilities, and fiscal resources needed to improve the Agency's technical excellence.

f. Oversight of the NASA Engineering and Safety Center (NESC).

g. Establishing and maintaining Agency-wide processes, technical standards, requirements, and policies for the conduct of discipline-area engineering and systems engineering. This shall include evaluating the implementation by the Centers and program/project management.

h. Establishing and maintaining the Agency-wide process and requirements for program and project management. This includes maintenance and update of NPR 7120.5, NASA Program and Project Management Processes and Requirements.

i. Providing leadership of and policy for the Agency's engineering and program/project management training conducted through NASA's Academy of Program, Project, and Engineering Leadership.

j. Implementing and managing Agency-wide mandatory curriculum for program/project managers, system engineers, and discipline engineers. This shall include providing and managing mandatory curriculum at NASA Centers. The Office of the Chief Engineer shall work with the Associate Administrator to ensure proper alignment of curriculum with needed competencies for the future of NASA.

k. Coordinating with the Office of Human Capital Management to ensure new hiring policies and core competencies are in line with the future technical and program/project management needs for the Agency.

l. Conducting and integrating periodic and ad hoc programmatic and technical assessments of programs and projects.

m. Providing leadership and oversight for the Agency's Inventions and Contributions Board.

n. Serving as the Agency Independent Technical Authority, delegating this authority through the issuance of technical warrants.

o. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.

p. Ensuring statutory, regulatory, and fiduciary compliance.

q. Serving as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policies and requirements.

r. Overseeing reporting as required by Congress, OMB, and other external bodies.

#### 4.10.3 SPECIAL RELATIONSHIPS.

4.10.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.10.3.2 In addition, the Chief Engineer provides policy direction to and oversight of the:

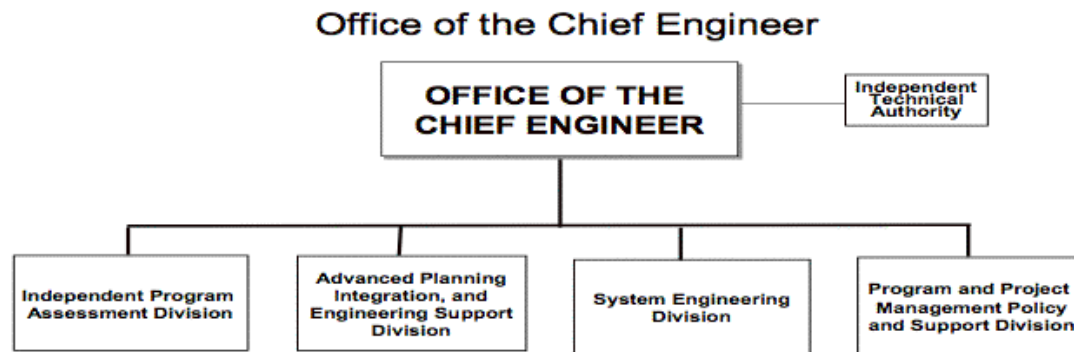
a. Systems Management Offices (SMO) at the Centers, and in conjunction with the Center Directors, assigns review topics for specific SMOs.

b. Chief Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers, and through them, within Programs and Projects.

c. Engineering Management Board for engineering infrastructure and practices.

4.10.4 LINE OF SUCCESSION. In the following order: Deputy Chief Engineer, Deputy for Management.

Change 25...July 6, 2006



## 4.11 Office of Institutions and Management

**4.11.1 MISSION.** Provides effective and efficient institutional support to enable the Agency to successfully accomplish its missions. This Mission Support Office focuses on improving processes, stimulating efficiency, and providing consistency and uniformity across institutional capabilities and services.

**4.11.2 RESPONSIBILITIES.** The Associate Administrator for Institutions and Management is responsible for:

**4.11.2.1** Managing the functional areas of Human Capital Management; Infrastructure and Administration; Diversity and Equal Opportunity; Security and Program Protection; Institutional Planning and Investment; and the NASA Shared Services Center.

**4.11.2.2** Ensuring personnel competencies and facility capabilities required to meet NASA's strategic needs are provided.

**4.11.2.3** Conducting workforce planning, analysis, forecasting, and competency management; managing the allocation of civil service workyears; and managing the process by which budgets are formulated and executed in the area of civil service salaries, benefits, and official travel.

**4.11.2.4** Establishing Agencywide policies, programs, and activities directed toward acquiring, retaining, and managing the performance of a high quality civil service workforce and toward developing NASA's civil service workforce skills and competencies, including leadership development and succession planning

**4.11.2.5** Managing the development of a Strategic Institutional Investment Plan and associated funding strategies for approval by the Strategic Planning Council.

**4.11.2.6** Leading the assessment, analysis, and preparation for decision-making matters to be considered by the NASA Operations Council.

**4.11.2.7** Providing Oversight over Corporate G&A process and establishing consistency across the Centers in Center G&A, service pools, and civil service workforce to maintain institutional capability.

**4.11.2.8** The Assistant Administrator for the Office of Diversity and Equal Opportunity, pursuant to 29 C.F.R. Section 1614.102, maintains a special reporting relationship to the Deputy Administrator, and:

- a. Serves as the Senior Advisor on diversity and equal employment opportunity for NASA.
- b. Provides technical assistance and advocacy to ensure an open and inclusive workplace.
- c. Ensures the development of Diversity/EO policy, effective implementation and planning, and a responsive oversight and evaluation process.
- d. Administers an effective and efficient complaints processing and Alternative Dispute Resolution (ADR) process.
- e. Enhances diversity recruitment and outreach initiatives.

**4.11.2.9** Managing the development of an annual integrated mission support plan and approval process and providing an integrated projection of functional activities with associated cost and workload implications at Headquarters and across the Agency.

**4.11.2.10** Ensuring integration and alignment of mission support activities in support of Agency strategic needs.

**4.11.2.11** Establishing and managing a process by which selected senior Agency officials are evaluated.

**4.11.2.12** Ensuring the protection of NASA personnel, information (classified national security information and sensitive but unclassified information), and physical assets through policy formulation, oversight, and coordination of security, counterintelligence, and counterterrorism functions.

**4.11.2.13** Conducting liaison with other government agencies to share intelligence, coordinate investigations, and counter



potential acts of espionage or terrorism against NASA assets.

4.11.2.14 Providing Agency central service for the operation of the Sensitive Compartmented Information program and for the security management of NASA Special Access Programs.

4.11.2.15 Providing central oversight for all national security information technology and communications systems within NASA.

4.11.2.16 Ensuring compliance with information technology security policy for unclassified systems and coordinate actions that ensure the protection of the Agency's cyber critical infrastructure assets.

4.11.2.17 Providing effective customer-focused operations support to Headquarters employees for Human Resources, Career Management, Information Technology, Facilities and Administrative Services, and Equal Opportunity and Diversity.

4.11.2.18 Providing Agencywide executive and functional leadership, technical expertise, policy, stewardship, oversight, guidance, coordination, and advocacy for Aircraft Management, Environmental and Energy Management, Facilities and Real Property Management, and Logistics and Fleet Management processes, functions, and activities.

4.11.2.19. Integrating analysis of Agency Management Processes, Systems, and Controls.

4.11.2.20 Providing Agency NASA Shared Services to:

a. Provide timely, accurate, high quality, cost effective, and customer-focused support for selected NASA business and technical services;

b. Process transactional work in the areas of IT, Financial Management, Procurement, and Human Resources for NASA in a timely, accurate, high quality, and efficient manner.

c. Provide effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology; and,

d. Implement an organization that employs shared services leading practices in management and process development.

4.11.2.21 Serves as the NASA Senior Procurement Executive.

4.11.2.22 Prescribes policies, regulations, and procedures governing the conduct of all NASA procurement and financial assistance activities (excluding the Space Act) within the framework of national and Agency policies and applicable laws and regulations.

4.11.2.23 Develops, publishes for public comment, and issues the Federal Acquisition Regulation in consonance with the Department of Defense and the General Services Administration.

4.11.2.24 Plans, coordinates, reviews, evaluates, and ensures the timeliness and effectiveness of the full spectrum of NASA procurement and financial assistance functions (grant and cooperative agreements).

4.11.2.25 Ensures effective NASA-wide performance of the procurement and financial assistance functions, including the development and implementation of initiatives. Accomplishes oversight through the self-assessment process, comprehensive Procurement Management Surveys, and special studies, as well as reviews, concurs, or approves various procurement/financial assistance documents.

4.11.2.26 Serves as ex officio member of all Source Evaluation Boards (SEB) in which the Administrator or Headquarters designee is the Source Selection Official (SSO) and attends the related SEB presentations as staff advisor to the SSO.

4.11.2.27 Maintains liaison and represents NASA on procurement and financial assistance functions with other NASA organizations, other Government agencies, foreign governments, industry, and nonprofit organizations and academia.

4.11.2.28 Establishes procurement regulatory coverage and guidance to support implementation of socioeconomic programs and policies in Agency acquisition laws and regulations.

4.11.2.29 The Assistant Administrator for Small and Disadvantaged Business Utilization, pursuant to Section 15(K) of the Small Business Act, maintains a special reporting relationship to the Deputy Administrator, and:

a. Serves as the senior NASA advocate for small and disadvantaged business utilization.

b. Develops and advises management on policies and procedures for the Agencywide implementation of applicable laws and regulations pertaining to small and disadvantaged business utilization.

c. Negotiates Agency annual socioeconomic goals with the Small Business Administration (SBA).

d. Oversees Agency compliance with Federal legislation requiring specific percentage goals of NASA contract dollars to small and disadvantaged businesses.

4.11.3 SPECIAL RELATIONSHIPS.

4.11.3.1 The Associate Administrator represents the assigned functional support offices on the NASA Operations Council.

4.11.3.2 Serves as a member of the Strategic Planning Council.

4.11.3.3 The Associate Administrator chairs the Institutional Committee.

4.11.3.4 The Assistant Administrator for Human Capital Management, within the Office of Institutions and Management, also serves as the Agency's designated Chief Human Capital Officer (CHCO) and advises and assists the Administrator as defined in the Chief Human Capital Officers Act of 2002. This includes representing NASA on the Chief Human Capital Officers Council, chaired by the Director of the Office of Personnel Management.

4.11.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Human Capital Management and Assistant Administrator for Infrastructure and Administration.

4.11.5 The Chief Health and Medical Officer serves as advisor to both the Administrator and the Deputy Administrator, through the Associate Administrator for Institutions and Management, on health and medical requirements and matters to ensure the mental and physical health and well-being of the NASA workforce in all environments. The Chief Health and Medical Officer has the

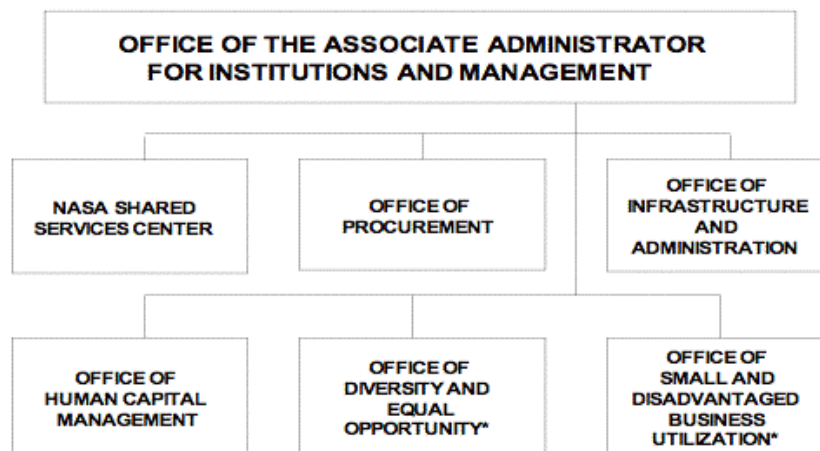
responsibility for providing independent oversight authority for health care delivery, assurance of professional competency, quality and consistency of health care services Agency wide, and for assuring the safe and ethical execution of research involving human and animal subjects.

The Chief Health and Medical Officer is responsible for leadership, policy, procedures, and guidelines, and has authority for functional oversight of all health and medical matters, including:

- a. Providing independent review of health care delivery, assurance of professional competency, and quality and consistency of health care services Agencywide.
- b. Formulating health care and medical policies for, and providing oversight of, activities related to crew health and medical operations for exploration in and beyond low-Earth orbit.
- c. Establishing medical and human health-related standards, and appropriate levels of medical care, for all NASA activities; and developing and implementing processes for approving these standards.
- d. Reviewing all human health related plans and requirements for compliance with established medical and health-related standards and practices, and working with , Mission Di , , rectorates to develop and establish the approval processes.
- e. Reviewing and approving medical requirements and research products as ready for operational implementation through the established Transition to Medical Practice process.
- f. Reviewing and approving human health-related research requirements and research deliverables in support of NASA exploration missions, and assuring the safe and ethical execution of research involving human and animal subjects.
- g. Consulting with the Mission Directorates as appropriate regarding selection of research and development projects relative to human health and medical matters.
- h. Serving as the Agency Independent Technical Authority for all health and medical requirements and matters, delegating this authority through the issuance of technical warrants as outlined in relevant policy directives and procedural requirements.
- i. Ensuring coordination with the Office of External Relations when health and medical matters have implications for international partners or NASA's international activities.
- j. Coordinating OCHMO planning, policies, and programs with other NASA organizations, other Government agencies, industry, international participants, and academia.

Change 12...July 29, 2005

## OFFICE OF INSTITUTIONS AND MANAGEMENT



\* In accordance with law, the offices of Diversity and Equal Opportunity maintain reporting relationships to the Deputy Administrator and Administrator.

portunity and Small and Disadvantaged Business Utilization maintain

ain reporting

Change 21...April 6, 2006

### 4.12 Office of the General Counsel

**4.12.1 MISSION.** The Office of the General Counsel establishes Agencywide legal policy, provides legal advice, assistance, and Agencywide functional guidance, assures the quality of all legal actions and activities Agencywide, ensures consistency of approach, eliminates duplication of functional support activities through collaboration, centralization, and/or consolidation of functions between and within Headquarters and the Centers, determines the appropriate staffing complement for the Center Chief Counsel Offices, and performs other assigned or inherent functions directed by the NASA Administrator and Deputy Administrator.

**4.12.2 RESPONSIBILITIES.** The General Counsel is responsible for the following:

**4.12.2.1** Providing legal services related to all aspects of NASA activities and rendering opinions on legal issues arising within or

referred to NASA, including interpretation and consistent application of NASA policy, applicable statutes, regulations, or other authorities, and maintaining functional cognizance over all such legal services rendered Agencywide.

4.12.2.2 Administering the NASA intellectual property law program, including retention of the authority to exercise all powers relating to the right of proprietorship or other legal rights.

4.12.2.3 Administering the NASA Ethics Program, including serving as the Designated Agency Ethics Official, and exercising administrative control over the Agencywide Ethics Team.

4.12.2.4 Preparing the NASA legislative program and NASA-proposed Executive Orders.

4.12.2.5 Serving as the NASA liaison with the Department of Justice (except contacts premised on the Inspector General Act).

4.12.2.6 Serving as the NASA liaison with the Executive Office of the President concerning Executive Orders.

4.12.2.7. Assigning legal counsel to represent NASA interests in all judicial or administrative proceedings.

4.12.2.8 Providing legal representation for NASA in all negotiations, including those involving foreign governmental or non-governmental participation and formal regulatory processes.

4.12.2.9 Investigating, analyzing, determining, settling, or adjudicating administratively all claims or demands against NASA for personal injury or death and/or damage to or loss of property.

4.12.2.10 Executing releases, as appropriate, from liability for any demands asserted administratively by or against NASA.

4.12.2.11 Accepting service of process of all papers in official legal proceedings served upon NASA and executing Certificates of Full Faith and Credit on behalf of NASA.

4.12.2.12 Reviewing and determining the legal sufficiency all NASA regulations, directives, and internal instructions.

4.12.2.13 Determining the appropriate staffing complement for the Center Chief Counsel Offices and other legal community offices Agencywide.

4.12.2.14 Concurrently reviewing hiring/appointment, any disciplinary action concerning, retention or firing, and evaluation of the senior functional officer (generally the Chief Counsel) Agencywide.

4.12.2.15 Assuring the quality and sufficiency of legal advice provided to NASA Agencywide.

4.12.2.16 Assuring consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions in order to support the most efficient and effective provision of legal services to the Agency as a whole.

4.12.2.17 Developing and maintaining an effective and efficient system of information-sharing to enable Agencywide access to legal research, opinions, and issue resolutions.

4.12.2.18 Developing a consistent approach to recruitment, training, and retention of professional and support staff to accomplish current and projected future missions.

4.12.2.19 Ensuring concurrence from the Mission Associate Administrator prior to the imposition of any requirements or policy upon the Centers that will have a significant money or time impact on the resources of the Center or the Mission Directorate.

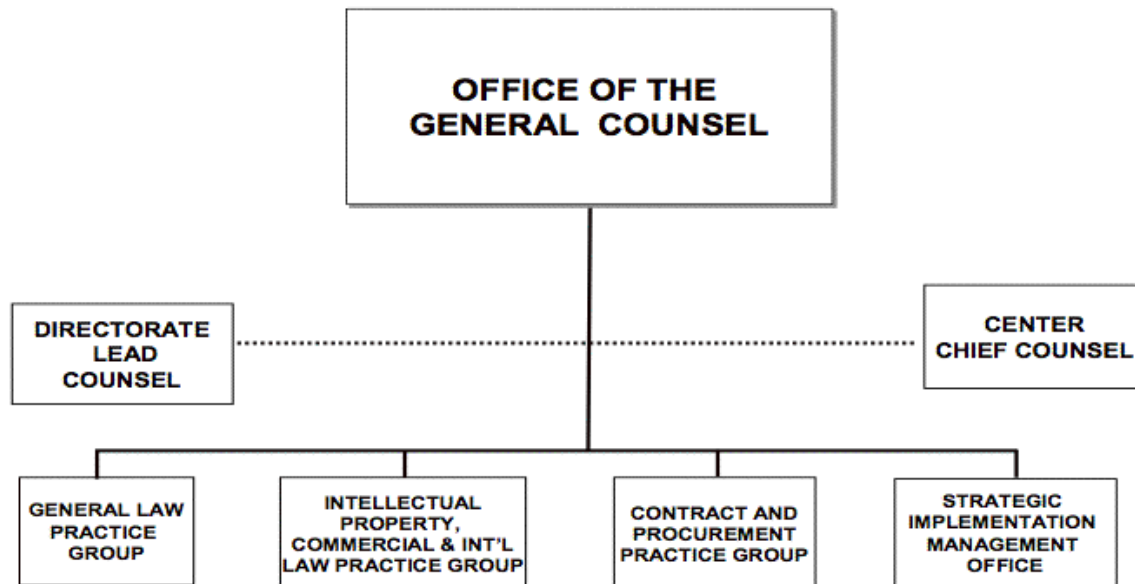
4.12.2.20 Serves as a member of the NASA Operations Council.

#### 4.12.3 SPECIAL RELATIONSHIPS.

The General Council assigns experienced senior attorneys from both NASA Headquarters and participating Center Chief Counsel Offices to career development positions for periods of 12-18 months to selection Mission Directorates (and possibly Mission Support Offices upon specific request and by specific agreement between the Mission Support Office and the General Counsel) as Directorate Lead Counsel (DLC). DLC's are tasked to provide full-time, on-scene support at the Associate Administrator level to ensure legal situational awareness on the part of the Associate Administrator and his or her senior staff and to coordinate matters of importance to the Directorate with both Center Chief Counsel Offices and the Office of the General Counsel.

4.12.3 LINE OF SUCCESSION. In the following order: Deputy General Counsel; Deputy General Counsel (Administration and Management); Associate General Counsel (Contracts and Procurement Practice Group); Associate General Counsel (General Law Practice Group); and Associate General Counsel (Intellectual Property, Commercial and International Law Practice Group).

## OFFICE OF THE GENERAL COUNSEL



### 4.13 Chief of Strategic Communications

**4.13.1 MISSION.** The Chief of Strategic Communications works to build a national consensus that supports the NASA Vision and Mission through effective communications with all constituencies by ensuring synergy and strategic focus between and among the Offices of Public Affairs, Legislative Affairs, External Relations, and Education. For matters of strategic communications, the Assistant Administrators for the Offices of Public Affairs, Legislative Affairs, and External Relations, and the Chief Education Officer each reports to the Administrator through the Deputy Administrator via the Chief of Strategic Communications. Each Office similarly maintains liaison with all other Officials-in-Charge of Headquarters Offices and Center Directors.

**4.13.2 RESPONSIBILITIES.** The Chief of Strategic Communications reports to the Administrator through the Deputy Administrator and is responsible for the following:

a. Developing a strategic communications approach for guiding the activities of the Offices of Public Affairs, Legislative Affairs, External Relations, and Education:

- (1) Designing and implementing strategies and tactics that support the transformation process;
- (2) Building and managing the NASA brand;
- (3) Securing consulting support and reporting, as required;
- (4) Providing standards for outreach activities and products;
- (5) Developing ability/flexibility to serve up timely strategic guidance;
- (6) Developing agency-wide internal communications policies and instruments.

b. Assuring the quality of strategic communication activities and achieving consistency of approach, where appropriate, across the agency.

c. Assuring that the development of written annual functional leadership plans for the Offices of Public Affairs, Legislative Affairs, External Relations, and Education support the strategic communications plan of NASA, are both strategic and operational in nature, and work synergistically and harmoniously across functional support offices, Mission Directorates, and Centers.

d. Holding the Offices of Public Affairs, Legislative Affairs, External Relations, and Education accountable for the strategic communication elements of the annual functional leadership plans.

e. Reviewing and approving, prior to imposition, any mandates initiated by the Offices of Public Affairs, Legislative Affairs, External Relations, or Education that have significant strategic communication impact on Mission Directorates, Centers or other functional support offices.

#### 4.13.2.1 OFFICE OF PUBLIC AFFAIRS

**4.13.2.1.1 MISSION.** This Functional Support Office provides for the widest practicable and appropriate dissemination of information to news media and the general public concerning the objectives, methods, and results of NASA programs.

**4.13.2.1.2 RESPONSIBILITIES.** The Assistant Administrator for Public Affairs is responsible for the following:

a. Serving as the principal advisor to the Administrator concerning day-to-day communications to, and relations with, the NASA team, the media and the general public.

- b. Leading an Agencywide program to establish and maintain open and credible communications channels to the NASA team, the news media and the general public involving all NASA programs and Centers.
- c. Determining the public affairs requirements for customized news and information products and services.
- d. Adopting emerging technologies required for the dissemination of information.
- e. Establishing NASA-wide policy and coordinating Agencywide public inquiries activities. The establishment of the Public Inquiries Management Office centralizes the Agency's management for responding to incoming public inquiries, regardless of the medium - paper mail, e-mail, and voice mail communications.

4.13.2.1.3 SPECIAL RELATIONSHIPS. The Assistant Administrator for Public Affairs assigns public affairs specialists to selected program offices to serve as collocated Public Affairs officers. These Public Affairs Officers work with the assigned Associate Administrators and their staffs, providing professional public affairs support. The Public Affairs Officers report to the Division Director for Program Operations and have direct access to the Assistant Administrator and Deputy Assistant Administrator for Public Affairs. The NASA Administrator's Press Officer reports directly to the Assistant Administrator for Public Affairs.

#### 4.13.2.2 OFFICE OF LEGISLATIVE AFFAIRS

4.13.2.2.1 MISSION. This Functional Support Office provides executive leadership, direction, and coordination of all communications and relationships, both legislative and non-legislative, between NASA and the U.S. Congress.

4.13.2.2.2 RESPONSIBILITIES. The Assistant Administrator for Legislative Affairs is responsible for the following:

- a. Serving as the principal advisor to the Administrator and providing consultation to NASA officials concerning all matters involving relations with the U.S. Congress and state government.
- b. Establishing and maintaining liaison with Members of Congress, their staff, and support organizations; the Executive Office of the President and other Departments and agencies; and State and local government offices on legislative matters.
- c. Arranging for representation by NASA at congressional hearings, investigations, and other legislative meetings affecting NASA; briefing officials representing NASA on the legislative aspects of their appearances; reviewing statements and other materials to be presented to ensure that they reflect the Administration's and NASA management policies and objectives.
- d. Assisting Members of Congress and their staffs in securing appropriate information or assistance. Receiving, acknowledging, and replying to congressional inquiries and requests, coordinating such replies within NASA and with other agencies.
- e. Establishing and maintaining a legislative reference service to meet the needs of all Agency officials.
- f. Assuring compliance by NASA with congressional reporting requirements and coordinates the clearance of legislative matters proposed outside of NASA with other elements of the Executive Branch.

4.13.2.2.3 SPECIAL RELATIONSHIPS. The Assistant Administrator for Legislative Affairs assigns legislative affairs specialists to selected Mission Directorate offices and are aligned to focus on either Authorization or Appropriations. These Legislative Affairs Specialists work with the assigned Associate Administrators' and their staffs, providing professional legislative affairs support. The Legislative Affairs Specialists report to the relevant Legislative Affairs Division Director and have direct access to the Assistant Administrator and Deputy Assistant Administrator for Legislative Affairs.

#### 4.13.2.3 OFFICE OF EXTERNAL RELATIONS

4.13.2.3.1 MISSION. This Functional Support Office serves as the coordinator of all NASA international cooperative and reimbursable activities and partnerships; coordinates Agency-level policy interactions with U.S. executive branch departments and agencies; and is the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense.

4.13.2.3.2 RESPONSIBILITIES. The Assistant Administrator for External Relations is responsible for the following:

4.13.2.3.2.1 Directing NASA's international relations through the development, coordination, and implementation of Agency international policies, and the development, coordination, and negotiations of NASA international agreements.

- a. Serving as the principal advisor to the Administrator and providing consultation to NASA officials on matters involving external relations.
- b. Disseminating information on foreign aerospace-related developments of programmatic interest to other NASA offices.
- 4.13.2.3.2.2 Serving as the coordinator of Agency-level interaction with U.S. executive branch offices and agencies, assuring that the implementation of Agency programs is consistent with the U.S. Government domestic and foreign policies, and facilitating NASA participation in selected interagency forums.
- 4.13.2.3.2.3 Serving as the focal point for Agencywide Export Control Program and J-1 Visitor program and overseeing all NASA foreign travel.
- 4.13.2.3.2.4 Serving as the Agency focal point for advisory committees and Federal Government-wide commissions and advisory activities.
- 4.13.2.3.2.5 Managing the NASA History Division.

4.13.2.3.3 SPECIAL RELATIONSHIPS. Assistant Administrator for External Relations assigns international program specialists to selected Mission Directorates and are aligned to focus on specific countries. These International Program Specialists work with the assigned Associate Administrators' and their staffs, providing international relations support. The International Program Specialists report to the relevant External Relations Division Director and have direct access to the Assistant Administrator and Deputy Assistant Administrator for External Relations.

#### 4.13.2.4 CHIEF EDUCATION OFFICER

4.13.2.4.1 MISSION. The Chief Education Officer provides Agency leadership and programmatic oversight for NASA's external education programs. The Chief Education Officer has the responsibility to leverage NASA's unique mission content, facilities, and workforce to inspire the next generation of explorers, and to establish efforts to engage the public in shaping and sharing the experience of exploration and discovery.



#### 4. 13.2.4.2 RESPONSIBILITIES. The Chief Education Officer is responsible for the following:

4. 13.2.4.2.1 Leading the development of an Education Strategy (including goals, objectives, and metrics) to guide the conduct of the Agency's external education programs and for monitoring and reporting progress against goals and objectives. Establishing the Agency's Education Annual Performance Goals (APG).

4. 13.2.4.2.2 Presenting, advocating for, and leading programs, projects, and activities consistent with the Agency's strategic plan, policies, and education program priorities directed toward primary and secondary education students and educators; higher education students, faculty, and institutions; and, informal education institutions and organizations that serve students, educators, and the general public. The purpose is to inspire and motivate students to pursue careers in science, technology, engineering, and mathematics.

4. 13.2.4.2.3 Assuring compliance, in partnership and coordination with the Assistant Administrator for Diversity and Equal Opportunity, with all relevant Executive Orders such as those specific to the Agency's investments in Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Institutions, and Other Minority Institutions.

4. 13.2.4.2.4 Chairing the Agency's Education Program Management Council (EPMC) to insure consistency of program formulation and implementation across the Agency. The purpose of the Council is to assure a "One NASA" Education approach.

4. 13.2.4.2.5 Leading the process for development and execution of education budget requirements, including the budget approval process, managing corporate resource implementation, and monitoring financial performance.

4.13.2.4.2.6 Providing corporate communications and advocacy to education partners, the public, customers, and stakeholders.

4.13.2.4.2.7 Providing oversight of education investments from all Agency sources to assure investments conform to the Agency's education mission, goals, and priorities, and providing recommendations as appropriate to address deficiencies. Where Mission Directorate investments do not appear to conform to the overall education program objectives, the Chief Education Officer will bring concerns to the NASA Operations Council. The Council will make any decisions relating to the elimination of programs or the need for redistribution of funds.

4.7.2.8 Providing concurrence and assessment of education budgets and programs for the Mission Directorates and other NASA Centers when appropriate.

4.13.2.4.2.9 Leading the Agency efforts for influencing education grants and contracts so as to inspire the next generation to ensure a steady stream workforce capable of fulfilling our NASA mission.

#### 4.13.2.4.3 SPECIAL RELATIONSHIPS.

4.13.2.4.3.1 The Deputy Chief Education Officer provides leadership in developing, implementing, and integrating the education investments across the Agency under a cohesive, unified One NASA Education Vision. The Deputy Chief Education Officer chairs the Agency's Education Program Management Council in absence of the Chief Education Officer and is principal liaison to the external Education Advisory Council.

4.13.2.4.3.2 The Deputy Chief Education Officer for Education Programs provides oversight, guidance, program integration, and day-to-day management for the three primary divisions: Higher Education, Elementary and Secondary Education, and Informal Education. Additionally, the Deputy Chief Education Officer for Education Programs is responsible for the Mission Directorate Education Leads, Center Education Directors, the Flight Projects Office, the Office of Technology and Product Development that cross cut educational programs, program initiatives, as well as external partnerships and collaborations.

4.13.2.4.3.3 The Assistant Chief Education Officer for Strategic Investments is responsible for developing and integrating the Agency Education Strategy and Budget Performance Plan; monitoring Plan implementation through the Agency Performance Goals; coordinating program review, evaluation, and assessments; and for leveraging resources to maximize educational investments. Additionally, the Assistant Chief Education Officer for Strategic Investments plans and directs office activities in budget formulation and execution, policy formulation, resource advocacy, and the overall office business and resource management and serves as the office single point of contact with the appropriate NASA Headquarters and Center resource management personnel.

4.13.2.4.3.4 The Chief Education Officer serves as a member of the NASA Operations Council.

4.13.2.4.3.5 Dual-governance between Chief Education Officer and Mission Directorate Associate Administrators shall be carried out within Mission Directorates in the selection of the senior-most education positions at the Centers. Mission Directorates in coordination with the Chief Education Officer shall establish appropriate systems to track and report investments for education activities, thereby allowing the Agency to document educational investments and to monitor progress toward Agency education goals.

#### 4.13.3 SPECIAL RELATIONSHIPS.

4.13.3.1 The Chief of Strategic Communications serves as a member of the NASA Strategic Planning Council.

4.13.3.2 The Chief of Strategic Communications represents NASA strategic communication issues on the NASA Operations Council.

4.13.3.3 The Chief of Strategic Communications serves as the interface with the Associate Deputy Administrator for Systems Integration to assure that the Offices of Public Affairs, Legislative Affairs, and External Relations are strategically integrated with the other functional support offices and the Mission directorates.

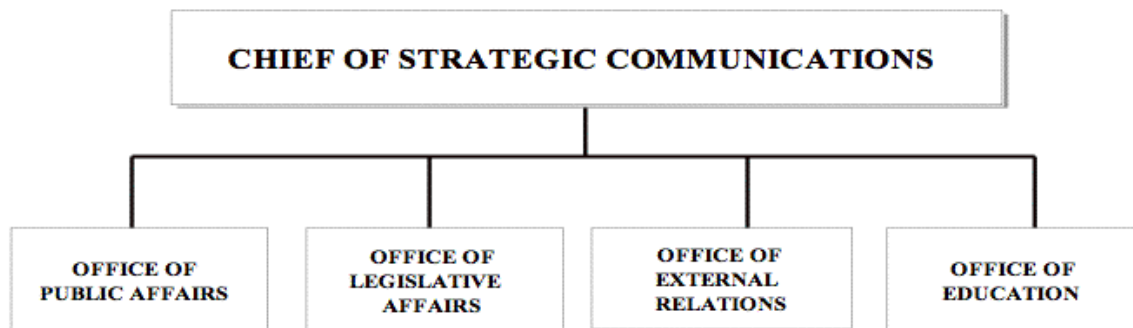
4.13.3.4 The Chief of Strategic Communications has concurrent review on key strategic communication issues in the center Public Affairs, Legislative Affairs, External Relations, and Education support offices.

4.13.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Public Affairs, Assistant Administrator for Legislative Affairs, Assistant Administrator for External Relations, and Chief Education Officer.

Change 11...July 25, 2005



## Office of the Chief of Strategic Communications



Change 21...April 6, 2006

### 4.14 Office of the Inspector General

**4.14.1 OFFICE MISSION.** The Office of the Inspector General was created as an independent and objective unit by Public Law 95-452, the Inspector General Act. The OIG conducts independent and objective audits and investigations and other evaluations of Agency programs and operations; promotes economy, effectiveness, and efficiency within the Agency; prevents and detects crimes, fraud, waste, and abuse; reviews and makes recommendations regarding existing and proposed legislation and regulations; and keeps the NASA Administrator and Congress fully and currently informed of problems in Agency programs and operations.

**4.14.2 RESPONSIBILITIES.** The Inspector General (IG) is responsible for the following:

**4.14.2.1** Audits and reviews programs and operations to determine whether information is reliable; resources have been safeguarded; funds have been expended in a manner consistent with related laws, regulations, and policies; resources have been managed economically and efficiently; and desired program results have been achieved.

**4.14.2.2** Investigates complaints or information received concerning the possible violation of laws, rules, and regulations, and mismanagement, gross waste of funds, abuse of authority, or substantial and specific dangers to the public health and safety.

**4.14.2.3** Reports expeditiously to the Attorney General whenever there are reasonable grounds to believe there has been a violation of Federal criminal law.

**4.14.2.4** Submits an annual report on the NASA financial statement to the Administrator.

**4.14.2.5** Submits reports, reviews, and evaluations to Congress.

**4.14.2.6** Develops and executes the , IG budget, and contr , ols and expends funds in a separate appropriation account for the OIG.

**4.14.2.7** Selects, appoints, and employs such officers and employees and secures services as may be necessary for carrying out the functions of the offices, as provided for under the IG Act.

**4.14.2.8** Exercises other powers and responsibilities provided by the IG Act and other legislation.

**4.14.2.9** Serves as a member of the President's Council on Integrity and Efficiency, established under Section 1 of Executive Order 12805, dated May 1, 1992.

**4.14.2.10** Provides semiannual reports to the Administrator and Congress, summarizing the activities of the OIG during the preceding 6-month period.

#### 4.14.3. SPECIAL RELATIONSHIPS.

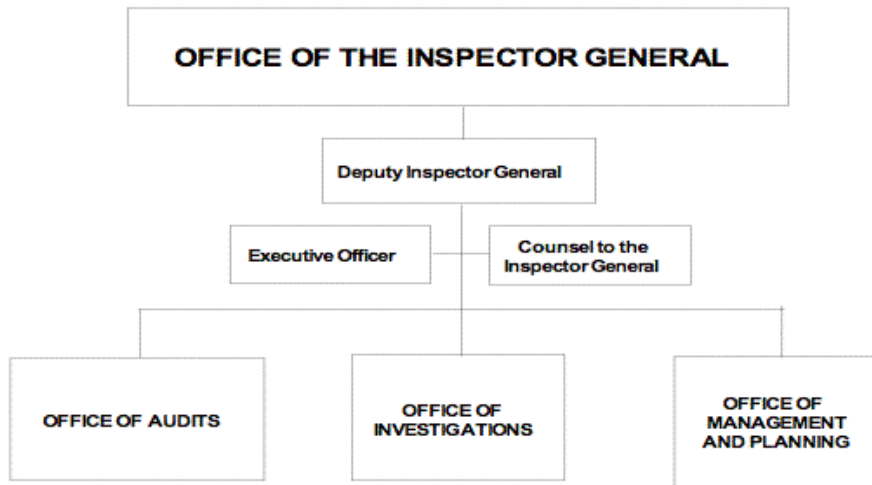
**4.14.3.1** The IG is appointed by the President, with the advice and consent of the U.S. Senate.

**4.14.3.2** The IG reports directly to the Administrator; however, in accordance with the Inspector General Act, as amended, neither the Administrator nor the Deputy Administrator will prevent or prohibit the IG from initiating, carrying out, or completing any audit, investigation, or review, or from issuing any subpoena.

**4.14.3.3** The IG has staff who report directly to the OIG at Headquarters. Staffs are located at NASA Centers, Component Facilities, and at the Jet Propulsion Laboratory.

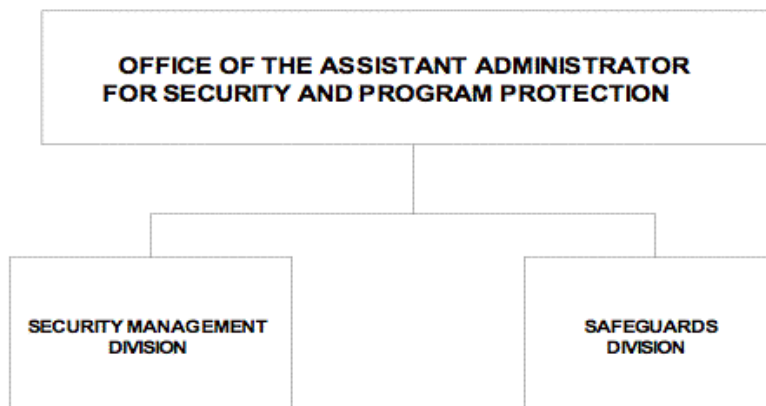
4.14.4 LINE OF SUCCESSION. In the following order: Deputy Inspector General; Counsel to the Inspector General; Assistant Inspector General for Auditing; and Assistant Inspector General for Investigations.

## OFFICE OF THE INSPECTOR GENERAL



Change 21...April 6, 2006

## OFFICE OF SECURITY AND PROGRAM PROTECTION



Change 21...April 6 2006

## OFFICE OF THE CHIEF HEALTH AND MEDICAL OFFICER

OFFICE OF THE CHIEF  
HEALTH AND MEDICAL OFFICER

Change 21...April 6, 2006

| [TOC](#) | [ChangeHistory](#) | [Preface](#) | [Chapter1](#) | [Chapter2](#) | [Chapter3](#) | [Chapter4](#) | [Chapter5](#) |  
[Chapter6](#) | [Chapter7](#) | [ALL](#) |

| [NODIS Library](#) | [Organization and Administration\(1000s\)](#) | [Search](#) |

**DISTRIBUTION:**  
**NODIS**

---

**This Document Is Uncontrolled When Printed.**

Check the NASA Online Directives Information System (NODIS) Library  
to Verify that this is the correct version before use: <http://nodis3.gsfc.nasa.gov>

---